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NOMINATION OF DELBERT L. SPURLOCK, JR., TO BE AN ASSISTANT SECRETARY OF THE ARMY

HEARING

BEFORE THE

COMMITTEE ON ARMED SERVICES
UNITED STATES SENATE

NINETY-EIGHTH CONGRESS

FIRST SESSION

ON

NOMINATION OF

DELBERT L. SPURLOCK, JR., TO BE AN ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS)

JUNE 29, 1983

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NOMINATION OF DELBERT L. SPURLOCK, JR., TO BE ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS)

WEDNESDAY, JUNE 29, 1983

U.S. SENATE,
COMMITTEE ON ARMED SERVICES,
Washington, D.C.

The committee met in open session pursuant to notice, at 10:40 a.m., in room SR–222, Russell Senate Office Building, Senator John Tower (chairman) presiding.

Present: Senators Tower, Wilson, and Jackson.

Staff present: Alan R. Yuspeh, general counsel; Paul C. Besozzi, minority counsel; Christine C. Dauth, chief clerk; George K. Johnson, Jr., professional staff member; Tamara L. Farnsworth, staff assistance.

Also present: John Campbell, assistant to Senator Warner.

OPENING STATEMENT BY SENATOR JOHN TOWER, CHAIRMAN

Chairman TOWER. The committee will come to order.

The committee meets this morning to consider the nomination of Delbert L. Spurlock, Jr., for the position of Assistant Secretary of the Army for Manpower and Reserve Affairs. In addition, we will consider a number of routine military nominations.

We are pleased to have Mr. Spurlock with us today. Since June 1981, Mr. Spurlock has been serving as the General Counsel for the Department of the Army. From 1969 to 1973 he served as special assistant to two members of the Equal Employment Opportunity Commission.

He was acting professor of law at the University of California from 1972 to 1975, when he became chief of the Conflicts of Interest Division of the California Fair Political Practices Commission.

From 1977, when he was admitted to the California bar, to June 1981, he was engaged in the private practice of law in Sacramento, Calif., with the firm of Spurlock & Thatch.

I would like to note for the record of this hearing that Mr. Spurlock has met with the staff of the committee to review his financial holdings and insure that he will be in compliance with our committee's requirements so as to avoid any conflict of interest between his or his family's finances and his governmental responsibility.

I would further state for the record that Mr. Spurlock has agreed to divest himself of any financial interest which he or his wife has in any defense contractor. Accordingly, he appears to be in full accord with the Federal laws regarding conflict of interest.

I understand that members of Mr. Spurlock's family are with us today at the hearing. We are pleased to have them here. Mr. Spurlock, I believe your wife, Marion, and your daughter, Nina, are here.

Mr. SPURLOCK. Nina and also my son, Ruston.

Chairman TOWER. Nina and Ruston would you stand up? We are delighted to have you here with us today.

Before I recognize you, Mr. Spurlock, let me turn to Senator Jackson for his opening comments.

Senator JACKSON. Mr. Chairman, I am delighted to support the nomination. I want to say for the record that he has an excellent background. He was a student of a very close friend of mine who served on my staff, Dr. Robert Tufts of Oberlin College.

I believe Mr. Spurlock graduated from Oberlin in 1963. If he studied under Robert Tufts he has a good background, in my book, and I will settle for that.

Chairman TOWER. Thank you, Senator.

Mr. Spurlock, we would be delighted to hear any comments you would like to make.

[The nomination reference and biographical sketch follow:]

NOMINATION REFERENCE

AS IN EXECUTIVE SESSION,
SENATE OF THE UNITED STATES,
May 17, 1983.

Ordered, That the following nomination be referred to the Committee on Armed Services:

Delbert L. Spurlock, Jr., of Virginia, to be an Assistant Secretary of the Army, vice Harry N. Walters.

BIOGRAPHICAL SKETCH OF DELBERT L. SPURLOCK, JR.

The White House has announced the nomination of Mr. Delbert L. Spurlock, Jr., of Davis, Calif., for the position of Assistant Secretary of the Army for Manpower and Reserve Affairs. In this position he will be responsible for the supervision of all Army policy pertaining to manpower and personnel management (military and civilian), mobilization manpower, equal opportunity, quality of life areas, force structure requirements and operational readiness, and management of reserve affairs, to include the Army National Guard and the U.S. Army Reserve.

Mr. Spurlock was born in Richmond, Va., on April 3, 1941. He attended the public schools of Oberlin, Ohio. He attended Hamilton College, Clinton, N.Y., for 2 years prior to graduation from Oberlin College in 1963. Mr. Spurlock graduated in 1967 from the Howard University School of Law, Washington, D.C., where he was a member of its law journal. He received a masters of laws degree in labor law from the National Law Center, George Washington University in 1972.

Following his graduation from law school in 1967, Mr. Spurlock was admitted to the Tennessee Bar and began law practice with the firm of Looby and Williams.

From 1969 to 1972, he served as special assistant to members Elizabeth Kuck and Colston Lewis of the Equal Employment Opportunity Commission. He was Acting Professor of Law at the University of California, Davis, from 1972 to 1975, when he became Chief of the Conflicts of Interest Division of the California Fair Political Practices Commission. From 1977, when he was admitted to the California Bar, to June 1981, he was engaged in the private practice of law in Sacramento, Calif., in the firm of Spurlock and Thatch. Since his appointment by the Secretary of the Army in June of 1981, he has served as the General Counsel for the Department of the Army.

He is a member of the National Advisory Board of the Industrial Relations Law Review, Berkeley, Calif., and the California Advisory Council to the United States Civil Rights Commission.

Mr. Spurlock is married to the former Marion Ruth Ashford. They reside in Reston, Virginia, with their two children, Ruston and Nina.

STATEMENT OF DELBERT L. SPURLOCK, JR.

Mr. SPURLOCK. Thank you, sir.

Mr. Chairman and Members of the committee, it is with great pleasure and a deep sense of responsibility that I come before this committee today with respect to my nomination as Assistant Secretary of the Army for Manpower and Reserve Affairs.

As the General Counsel of the Army for the past 2 years, I have observed and played some part in the building of the United States Army into an Army of Excellence. By all standards, I believe we have made notable progress in these 2 years with respect to that goal. My predecessor, Harry Walters, and the former Deputy Chief of Staff for Personnel, General Max Thurman, cannot be commended enough for their efforts in that regard.

I fully support the continuation of their effort to build and sustain an Army of Excellence and pledge my talents and energy toward that end. There are two issues that I would like to highlight here this morning. The first concerns the current emphasis upon the Reserve components; the second, quality of life.

The Army depends on its Reserve components—the Army National Guard and the Army Reserve—for total mission capability. They play a critical role in deterring war. From my present perspective as General Counsel, I realize that the men and women who make up our Reserve components are precious resources. I will do all in my power to assure that these patriotic citizen-soldiers are properly cared for and sufficiently challenged.

Turning to the equipping of the Reserve components, I will continue to support planning, programing, and budgeting efforts necessary to assure that the Guard and Reserve share sufficiently and significantly in the modernization efforts that will be taking place in the coming years and are taking place now, of course.

The Army has made important progress in these 2 years in manning and equipping the Reserve components, but much more needs to be done, and I am determined to move forward to strengthen the Reserve components in the years ahead.

Next, I am vitally concerned that we provide a standard of living and a quality of life for soldiers and their families that will attract and retain high quality individuals. It has been said that we recruit soldiers, but that we retain families. We cannot hope to attract and retain effective soldiers unless we can meet their needs and the needs of their families.

The quality of life offered by the Army must compare favorably with that of the civilian sector. This means providing competitive pay, adequate medical care, a good living and working environment, and other reasonable expectations offered by our society to those whose service is essential and appreciated. I fully support those goals and the efforts that the Army is making to improve the quality of life of soldiers and their families.

I appreciate the cooperation that currently exists between the Army leadership and the Congress. I intend to do all that I can to further our cooperative efforts in the shared responsibility for our Nation's defense.

I want to thank you very much for the opportunity to appear before you today, and I am eager to work with this committee and the Congress on the defense needs of our Nation. It is an honor and a privilege

to serve our country in this capacity and I look forward to your questions.

Chairman TOWER. Thank you, Mr. Spurlock.

Mr. Spurlock, would you agree to appear before this committee or any other appropriate committee of Congress when asked to do so to respond to any questions on your area of responsibility?

Mr. SPURLOCK. I certainly do, sir.

Chairman TOWER. Mr. Spurlock, I have a couple of questions I would like to submit to you for response in writing for the record. I think you have already pretty well answered one in your opening statement, but if you would respond for the record, I would be grateful.

Mr. SPURLOCK. Yes, sir.

Chairman TOWER. Senator Jackson?

Senator JACKSON. I have no questions. I am delighted with the nomination.

Chairman TOWER. Senator Wilson?

Senator WILSON. Mr. Chairman I have no questions. I do have a brief statement.

I think that we are particularly fortunate in having Mr. Spurlock, not only in his present capacitiy as General Counsel to the Army, but also as the candidate for this appointment. I think the nominee is singularly well qualified.

He is a very distinguished labor lawyer with extensive background in industrial labor relations. He has also been a law professor at a fine California university, and I know because we served together some years ago on a manpower board that this area is not new to him. He brings both a distinguished legal background and also an understanding and managerial skills that are required, and I anticipate that his service in this capacity is going to be distinguished.

So I am very pleased wth the nomination and anticipate excellent service from Mr. Spurlock. I am pleased that he is here.

Mr. SPURLOCK. Thank you very much, Senator, for those kind remarks.

Chairman TOWER. Any more questions?

Senator JACKSON. I move that the nomination of Mr. Spurlock to be Assistant Secretary of the Army be favorably reported to the Senate.

Chairman TOWER. Is there objection?

[No response.]

Without objection, the motion is agreed to. The committee will be polled and we will keep the record open until 2 p.m. this afternoon for a poll of the committee.

Mr. Wilson, would you report in behalf of the committee?

Senator WILSON. It would be my pleasure, Mr. Chairman.

Chairman TOWER. Mr. Spurlock, that is it.

Mr. SPURLOCK. I appreciate it very much, Senator. Thank you.

Senator JACKSON. Quit while you are ahead.

Chairman TOWER. You have never had it so good.

[Laughter.]

Mr. SPURLOCK. I believe it. Thank you, sir.

Chairman TOWER. There are pending before the committee for consideration today 2,398 military nominations. All have been before the committee for the required 7 days. No objection has been raised. I am prepared to entertain a motion that they be ordered favorably reported to the Senate.

Senator JACKSON. I move that the nominations be favorably reported to the Senate.

Chairman TOWER. Without objection, so ordered.

[Questions submitted by Chairman Tower, answers supplied by Delbert L. Spurlock, Jr. follow:]

QUESTIONS SUBMITTED BY CHAIRMAN TOWER

MISSION TRANSFERS TO GUARD AND RESERVE

Chairman TOWER. The Congress this year has continued to emphasize the increasing roles which the Guard and Reserve components must play in our national defense. What roles and missions now assigned to the active Army are being considered for transfer to the Guard and Reserve components?

Mr. SPURLOCK. In support of national strategy the Army has included numerous programs designed to expand the roles and missions assigned to the Reserve components. Because of resources constraints coupled with greater demands for combat and support forces, the Army is continuing to move toward increased reliance on the Reserve components as a way of structuring our land forces.

The Roland Battalion Activation in the Army Guard in fiscal year 1984, is an example of both a new mission and the shifting of an activation programed for the Active component to the Reserve component. This action was further supported by the transfer of a modernized one of a kind equipment set.

The Army has plans to continue this trend in future years as additional combat and support units in or previously programed for, the Active component will be transferred to the Reserve components. In all cases the Reserve component units will assume the role and missions of the Active component units they replace or round out. These actions include the transfer of full equipment sets. Commensurate with this increased reliance, programs have been implemented that will enhance the Reserve component's ability to carryout their increased responsibilities. These programed improvements include accelerated equipping, additional full time unit support, manning units at higher levels of fill—closer to wartime requirements and necessary funding to support the ancillary programs such as schools, special training, construction, and base operating functions.

MAINTAINING QUALITY OF RECRUITS

Chairman TOWER. The Army has had dramatic success in its recruiting efforts. What is the Army doing to continue this successful trend in light of the improving economy and the dwindling pool of eligible young men and women? What efforts are the Army undertaking to continue to meet congressionally imposed recruit quality requirements?

Mr. SPURLOCK. Looking to the future, the Army should be able to recruit and retain sufficient volunteers to man the force if we continue to receive the support of Congress and the American people. Examples of this support include continued pay comparability, requested recruiting and retention funds, and the quality of life improvements needed to allow the Army to remain competitive with the civilian sector.

Environmental factors such as unemployment rates, military/civilian pay ratios, and the size of the youth market are key to manning the force. Current trends indicate that these factors will militate against recruiting in the future. Based on these considerations the Army's strategy for the future is to:

Continue to target advertising programs to increase the percentage of youth with positive propensity to join the Army, and the military services in general.

Continue to target enlistment incentive programs to increase the enlistment of high quality youth, and to distribute recruits among the MOS and career fields in accordance with Army requirements.

Continue the efforts to tap the college-bound segment of the youth population by targeting educational assistance programs and 2-year enlistments for the high scoring high school graduate.

The success of this strategy is contingent on maintaining advertising and bonus programs, and development and maintenance of incentive programs such as the Army College Fund. Funding support for this strategy must be based on the fact that the Army requires the largest share of the Department of Defense accessions, and must, to meet its manpower needs, continue to increase the propensity of quality youth to join the Army.

Chairman TOWER. Anything further? The committee is adjourned.

[Whereupon, at 10:50 a.m., the committee adjourned, to reconvene upon the call of the Chair.]

[The nomination of Delbert L. Spurlock, Jr., was reported to the Senate by Senator Wilson on June 29, 1983, with the recommendation that the nomination be confirmed. The nomination was confirmed by the Senate on July 11, 1983.]

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